

III Semester

- 1. Operations Management for Hospitals**
- 2. Cost & Management Accountancy for Hospitals**
- 3. Business Policy & Strategic Management**
- 4. Managing Clinical, Diagnostic and Therapeutic Services**
- 5. Health Care management & Hospital Environment**
- 6. MIS for Hospitals**
- 7. Legal & Ethical Issues for Hospitals**
- 8. Clinical Postings**

1. Operations Management for Hospitals

Unit I. Overview - Hospital operations management, role and decisions, application of computer and advanced operations technology, productive systems in a hospital, concept of front office and back office.

Unit-II Operations Strategy

Operations Strategy as a competitive tool, elements, technology selection and process development, developing operations strategy.

Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of lay outs – product, process, service facility layout.

Unit-III Productivity and Work Measurement

Introduction, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipments.

Productivity measures, value addition, capacity utilization, productivity – capital operations, HR, incentives calculation, applications in hospital.

Unit-IV Value Management

Value engineering, value analysis, quality control, waste disposals, applications in hospital.

Unit-V Maintenance Management

Objectives, types of maintenance systems, equipment maintenance, quality and reliability, concept of failure, equipment history and documents, maintenance planning, maintenance information system, maintenance and monitoring of biomedical equipments, predictive maintenance, equipment availability, spares management, replacement policy, decay, sudden failure items, economic life, costing, cost of stand by, maintenance in hospital.

Bio-Medical Engineering

Bio-Medical technology, application in hospital environment, calibration tests, maintenance features, hazards.

Reference Books:

1. Srinivasan, A.V. (ed), Managing a Modern Hospital, Chapters 12, Response Books, New Delhi, 2000.
2. Schroedev, Roger G., Operations Management – Decision Making in Operations Function, McGrawHill, New Delhi.
3. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, John Wiley & Sons, Singapore, 1987.
4. Krajewski, Lee J. and Larry P. Ritzman, Operations Management-Strategy and Analysis, Addison-Wesley Publications.
5. Render Barry, Jay Heizer, Principles of Operations Management, Prentice Hall, New Jersey, 1997.
6. International Journal of Operations and Quantitative Management (IJOQM) released by Nirma Institute of Management, Ahmedabad.

2. Cost & Management Accountancy for Hospitals

Unit – I: Introduction to Cost Accounting: Fundamentals of Cost Accounting; its relevance in organization – Classification of Costs - Cost Control and Cost Reduction.

Unit – II: Costing of Service Departments and Other Related Areas: Estimation of Cost of Service Departments – Allocation and Apportionment of costs to various departments – Service departments to be covered are: CSSD, laundry, compressors, water supply, oxygen, nitrous oxide, food & beverage, house keeping – Activity Based Costing (ABC) in a Corporate Hospital. (Theory Only)

Unit – III: Cost planning and Control tools for decision making in Hospitals: Marginal Costing- Standard Costing and Variance Analysis.

Unit – IV: Nature and Scope of Management Accounting: Nature and Scope of Management Accounting – Management Accounting Vs Financial Accounting – Management Accounting Vs Cost Accounting – Functions and Duties of Management Accountant in Hospitals.

Unit – V: Analysis of Financial Statements: Ratio Analysis – Funds Flow Analysis – Common size and Comparative Statements

Reference Books:

1. Steven A. Finkler, David M. Ward, Steve A. Finkler, Essentials of Cost Accounting for Healthcare Organizations, Aspen Publishers, Inc.; ISBN: 0834210118: 2nd edition, March 15, 1999.
2. Periasamy. P, Financial, Cost and Management Accounting, Himalaya Publishing House, 2005.
3. Jain, S.P. and Narang, Advanced Cost and Management Accounting, Kalyani Publishers Ludhiana, 1995.
4. Kulkarni, G.R., Hospital Management Accounting – Planning and Control, National Health Management Institute, Mumbai, 1995.
5. Thukaram Rao, ME, “Accounting for Managers”, New Age International.
6. Ashish K. Bhattacharyya, “Cost Accounting for Business Managers”, Elsevier.
7. Sahaf M.A., Management Accounting Principles and Practices, Vikas
8. Arora M.N., Accounting for Management, Himalaya Publishing House.

3. Business Policy & Strategic Management

Unit –I: Introduction: Strategic Management –Importance, strategic planning and Management – Benefits and limitations –Strategic Management process-Strategic Intent –Vision –Mission, Goals and Objectives

Unit –II: Environmental Analysis: Environmental Analysis –Internal and External Environment –Techniques of Internal Analysis - SWOT; Value chain Analysis; Balanced score card; Strategic Advantage profile –Core competence –Competitive Advantage

Unit –III: Strategy Formulation: Strategic Analysis and choice –Steps of strategy Formulation – Input, Matching and decision stages –Portfolio Analysis- BCG Matrix, GE Nine –Cell Matrix

Unit –IV: Strategy Implementation: Inter relationships between Strategy formulation and Implementation –Mckinsey7.s model –Organizational Structure –Relation between Strategy and Structure –Strategic leadership.

Unit –V: Strategy Evaluation & Control: Importance, criteria for Strategic control –Quantitative and Qualitative controls –Limitations & Barriers –Guidelines for proper control

Books Recommended:

1. Appa Rao.C., B. Parvathiswara Rao, K.Siva Ramakrishna,**Strategic Management and Business Policy text and cases**, Excel book Publishers, New Delhi.
2. Gareth R.Jones, Charles W.L. Hill, **Essentials of Strategic Management**, Cengage Learning India Private Limited ,Delhi.
3. Saroj Datta, **Strategic Management**, Jaico Publishing House, Mumbai.
4. Azhar Kazmi, **Strategic Mangement and Business Policy**, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. VSP Rao and V.Harikrishna., **Strategic Management**, Excell Books.
6. Srinivasan.R., *Strategic Management (The Indian Context)*, Prentice-Hall India Private Limited, New Delhi, 2002.
7. Ramawswamy.V.S. & Namakumari.S., **Strategic Planning – Formulation of Corporate Strategy, Text and Cases(The Indian Context)**, Macmillan Business Books.
8. Thomas L. Wheelen, J David Hunger, Krishi Rangarajan: **Strategic Management and Business Policy**, Pearson Education, New Delhi, 2006.
9. Thompson Jr, Strickland, **Strategic Management - Concept & Cases**, Tata McGraw Hill, New Delhi, 2001.
10. John.A.Pearce II & Richard B.Robinson, JR., *Strategic Management (Strategy Formulation and Implement)*, A.I.T.B.S.Publishers & Distributors. New Delhi.
11. P.Subba Rao., **Business Policy & Strategic Management**, Himalaya Publishers
12. Upendar Kachur., **Strategic Management**, Excell Books.

4. Managing Clinical, Diagnostic and Therapeutic Services

UNIT-1:

Common Terms of Healthcare Management: Terms related to levels of healthcare; Primary; Secondary and Tertiary – Systems of Medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc. – Preventive and Curative Medical Care – General and Specialty Hospitals – Pharmacopia (in patient and out patient)

UNIT-2:

Speciality-wise terminology – Pathology terms of Common Use – Clinical, diagnostic and therapeutic terms – Pediatric services – Dental – Psychiatric.

UNIT-3:

Casualty and Emergency – Neurology – Obstetric and Gynecology – Dermatology intensive care – Coronary care services.

UNIT-4:

Medical Records – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Intensive Care Units Records.

UNIT-5:

Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records.

Recommended Books:

1. Rajiv Mishra, Rachel Chaterjee, Sujatha Rao, India Health Report, Oxford University Press, New Delhi, 2005.

5. Health Care management & Hospital Environment

Unit 1 Introduction; Definition of Health; Health sickness spectrum ; Levels of health care ; Dimensions and determinants of health; Physical Environment – Water requirements, Pollution , Purification; Air, Sound, Ventilation – Pollution and control; Solid waste disposal; Excreta disposal; Biological environment; Social and cultural and economic environmental factors; Political and Legal factors affecting health; Technological factors and natural factors in health care

Unit 2 Evolution of health care systems – changing concepts – health, disease, Public health; Health Committees in India; Primary health care Approach – Principles and elements

Unit 3 Overview of health sector in India – Public & private; Indigenous systems of medicine (AYUSH); Voluntary organizations

Unit 4 National health Policy; Population Policy; Drug Policy; Blood Policy; Medical education Policy; Law of Contracts and its application in Medical Profession; Law of Torts; Public Health Acts; health insurance; Community health insurance schemes; ESI Scheme; CGHS; Defense and Railways health programmes.

Unit 5 Internal environment of a hospital – Role of medical and nursing staff; Paramedical and supporting staff, Doctor – Patient relationship, Doctor-nurse relationship, Public relations in hospitals

Reference Books:

1. Paul's, *Readings in Economics*, Tata McGraw Hill, New Delhi, 1992.
2. Dwivedi D.N. *Microeconomic Theory*, Vikas Publications, New Delhi, 1996.
3. Seth, M.L. *Macroeconomics*, Lakshminarayana Agrawal, Edu. Pub. Agra. 1996.
4. Varshey, R.L & Maheshwari, K.L., *Managerial Economics*, Sultan Chand, Delhi, 1996.
5. Peter, Z & Fredrick, B., *Health Economics*, Oxford Pub., New York, 1997.
6. Shanmugansundaram, Y., *Health Economics*, Oxford Pub. New York, 1997.
7. Mills, A & Lee, K., *Economics of Health*, OUP, Oxford, 1983.
8. Liz Haggard, Sarah Hosking, *Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises*
S.L.GOEL, *Healthcare Management and Administration*, Deep & Deep publications Pvt. Ltd., New Delhi

6. MIS for Hospitals

Unit-I

Introduction – Data Requirements for Medical and Business Views – Performance Indicators\

Unit-II

Revenue Information – Resource Information – Forecasting – Major Trends in Technology.

Unit-III

Managerial Decision Making Process Techniques.

Unit-IV

Data Supporting Systems – An Overview – Components – Classification – Relevance of Relational Database Design in DSS – Dialogue Generation Management System – Graphics Menus.

Unit-V

DSS Generators – Different Tools.

Reference Books:

1. Gordon B.Davis and M.H. Olson, *Management Information Systems – Conceptual foundations, structure and development*, McGraw Hill Publishing, 1984.
2. Erid Muford. *Effective Systems design and requirements analysis*, McGraw Hill, 1995.
3. Mahadeo Jaiswal&Monika Mital, *Management Information System*, Oxford University Press, 2005.
4. Rajesh Narang, *Data Base Management System*, Prentice-Hall India Private Limited, New Delhi, 2004.
5. Sadagopan.S, *Management Information System*, Prentice-Hall India Private Limited, New Delhi, 2004.
6. Kenneth.C. Laudon & Jane P.Laudon, *Management Information System* Prentice-Hall India Private Limited, New Delhi, 2006.
7. Jerome Kanter, *Managing with Information*, Prentice-Hall India Private Limited, New Delhi, 2004. 4th Edition.

7. Legal & Ethical Issues for Hospitals

UNIT-1:

Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act.

UNIT-2:

Hospitals and Labour Enactments: Hospital as an Industry – Unrest in Hospitals – Dispute Settlement Mechanism, Arbitration, Conciliations and Adjudication of Disputes; Role of Trade Unions, Unfair Labour Practices and Victimization – Disciplinary Actions – Requisitions of a valid disciplinary enquiry – Service Conditions – Retrial benefits – Social Security and Insurance.

UNIT-3:

Hospital Services and Law: Contractual obligations in Hospital Services – Requisites of a valid contract – Hospital as a ‘bailee’ – Physicians – Patient relations – duties towards patients by medical and Para-medical staff – medical ethics and code of conduct to be observed in rendering hospital services, MCI Guidelines, OATHS.

UNIT-4:

Medico Legal Issues: Police Investigation – Giving evidence – Court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment serves – Anesthesia, Surgery and sale of drugs.

UNIT-5:

Liability of Hospitals: contractual liability – Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortious liability and vicarious liability. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection act. CP Act, RTI.

References:

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
3. Encyclopedia of Bio-medical Ethics – Two Volumes.